DOCUMENT RESUME

ED 482 593 JC 030 641

AUTHOR	Piotrowski, Craig; Moore, Anne
TITLE	Financial Activity & Condition Taxpayer Summary (FACTS), 2002.
INSTITUTION	Waukesha County Technical Coll., Pewaukee, WI.
PUB DATE	2002-00-00
NOTE	29p.; "For the Fiscal Year Ended June 30, 2002." Cover title varies.
PUB TYPE	Numerical/Quantitative Data (110) -- Reports - Descriptive (141)
EDRS PRICE	EDRS Price MF01/PC02 Plus Postage.
DESCRIPTORS	Community Colleges; Educational Finance; Finance Reform; Financial Audits; Financial Exigency; Financial Needs; *Financial Policy; Financial Services; Self Report; Student Records; Surveys; *Two Year Colleges
IDENTIFIERS	*Waukesha County Technical College WI

ABSTRACT

The purpose of this Financial Activity & Condition Taxpayer Summary (FACTS) is to provide information about the Waukesha County Technical College (WCTC) for the 2002 fiscal year. The detailed report is divided into the following sections: (1) WCTC Board Members; (2) The President's Outlook; (3) Service Efforts and Accomplishments; (4) Brief History, Profile, and Map; (5) Operational and Financial Reviews; (6) Financial Condition; (7) Financial Activity; (8) Educational Services & Unrestricted Net Access; (9) Demographic and Per Capita Statistics; (10) Property Values and Taxes; (11) Student Information; (12) Graduate Follow Up; and (13) Strategic Planning Process. The report does a good job of discussing the community that is served by the WCTC. Specifically, the report discusses characteristics of typical WCTC students during the span of 1998-2002. Some of these characteristics include cost per student contact hour, percent of graduates employed in related occupations, percent of graduates in taxing districts, and average monthly salary for program graduates. To better serve the needs of students, the WCTC is involved in teamwork to share course curriculum, library networks, and student and administrative systems with other colleges to better utilize technology in support of students. Contains numerous tables and graphs. (MZ)

Reproductions supplied by EDRS are the best that can be made
from the original document.

PERMISSION TO REPRODUCE AND DISSEMINATE THIS MATERIAL HAS BEEN GRANTED BY

K. Yinda

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

1

2002 FACTS

Financial Activity & Condition Taxpayer Summary

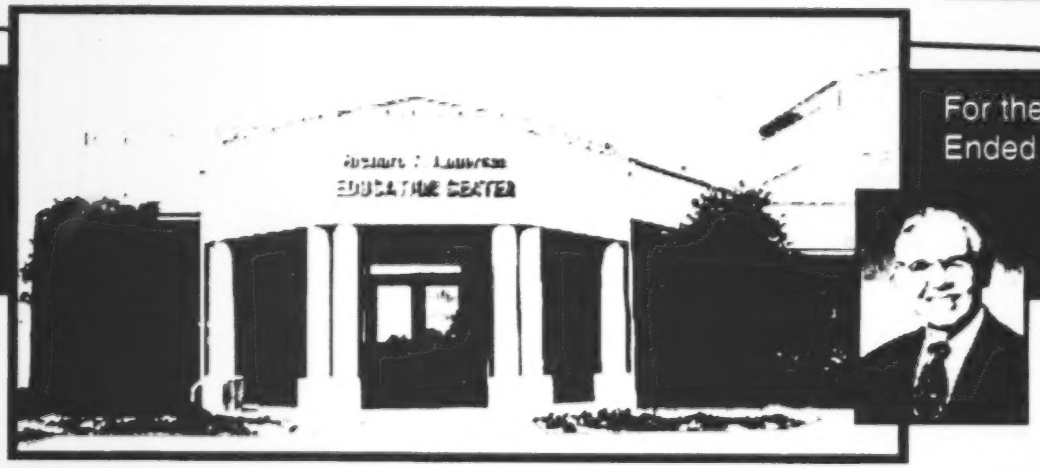
ED 482 593

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

☐ This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality.

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy.



For the Fiscal Year
Ended June 30, 2002

Waukesha County Technical College

Pewaukee, Wisconsin

WCTC

TC030641

BEST COPY AVAILABLE

"A significant percent of our workforce comes from WCTC. By gaining experience with current technology, WCTC graduates are better prepared to go right to work for us."

~ Terry Anderson
CEO Omni Tech Corporation

"It's very beneficial for employers in the area to have a printing training facility right here in Waukesha County. The printing industry is expanding in this county and technology is continually changing. The new Graphics Building will provide a facility to both train new employees and to upgrade the current workforce."

~Niall Power
President/CEO, Printing Industries of Wisconsin

Leadership Undergoes Transition

Waukesha County Technical College accomplished a smooth transition into the next generation of leadership in 2002.

After leading WCTC for 29 years, Richard T. Anderson retired from his position as college president on June 30, 2002. During his tenure as president, Dick oversaw a period of tremendous growth in enrollments and programs. He helped create a student-learning centered environment by encouraging the development of initiatives such as critical life skills, seamless credit transfer, cooperative education and many more.

Originally hired as a woodworking teacher in 1957, Anderson served in almost every capacity at the college, and he played an integral role in the evolution of WCTC from a city vocational school to a county-wide technical college with a national reputation for innovative programs and quality.

Anderson helped provide the vision and leadership to challenge the status quo in the educational system. His unique ability to stay ahead of the curve in developing programs and services to meet the needs of students and employers helped WCTC become the leader in workforce development for Waukesha County and a nationally-known innovator in education. In recognition of Dick's many years of leadership to the college, the WCTC Board renamed the college's Education Center to the Richard T. Anderson Education Center.

The WCTC Board selected Carol Brown to succeed Anderson and guide the college into the next generation. Brown, who started at WCTC on July 1, 2002, was previously Vice Chancellor of Academic and Student Affairs at Oakland Community College where she was responsible for providing direction of instructional programming and student services for a four-campus college with enrollment of more than 60,000 students.

"Carol brings to us a strong commitment of collaboration within the college environment and the surrounding community. We are looking forward to Carol building on the positive direction in which the college is already heading," said WCTC Board Chairperson Joan Jenstead.

Brown was one of two finalists selected by the WCTC Board after conducting an extensive nationwide search. The Board was impressed with Brown's strong collaborative decision-making style, knowledge of complex public institution budgeting, administrative experience within a two-year college setting and background of personnel relations within a unionized environment.

Both the WCTC faculty and support staff unions applauded the Board's selection of Brown. Pat Harris, president of the Waukesha County Educational Support Staff Union, stated, "We look forward to working with Carol to create an environment of mutual trust and respect that will in turn benefit our students and staff."

Richard Anderson, Carol Brown and Joan Jenstead

"Carol brings to us a strong commitment of collaboration within the college environment and the surrounding community.

~ Joan Jenstead
WCTC Board Chairperson

Table of Contents

The 2002 FACTS Report 1
Message from WCTC Board Members 2
WCTC Board Members 4
The President's Outlook 6
Service Efforts and Accomplishments 8

Brief History, Profile and Map 10
Operational and Financial Reviews 11
Financial Condition 12
Financial Activity 14
Educational Services & Unrestricted Net Assets ... 16

Demographic and Per Capita Statistics 17
Property Values and Taxes 18
Student Information 20
Graduate Follow-Up 21
Strategic Planning Process 22

"Education is a social process . . .
Education is growth . . .
Education is not preparation for life;
education is life itself."

~John Dewey

Feedback Requested

WCTC values reader/customer feedback. Please forward your questions, comments or other input to Craig Piotrowski:

Telephone number: 262-691-5281

FAX number: 262-691-5593

Internet address: cpiotrowski@wctc.edu

Report Purpose and Distribution Information

The purpose of this report is to provide information in a clear and concise manner. Press releases and a public notice regarding this report's availability have been sent to and published in area newspapers. Copies have been sent to libraries, legislators, municipalities, taxpayer groups, district businesses and individuals.

Recipients of this report are encouraged to display it in public areas and freely share its content with others to help minimize distribution costs. WCTC employees, advisory committee members and other interested parties can view this report on WCTC's web site at www.wctc.edu or can receive a copy of this report.

This report is not copyrighted so it may be duplicated.

Acknowledgments

This FACTS report was created and written by Craig Piotrowski (CPA) and Anne Moore with design and layout by Jacquelyn Marks of WCTC.

Special thanks to Carol Brown and the WCTC Board for their vision, encouragement, input and support.

WCTC also thanks the following individuals for their contributions to this report:
Cary Tessmann (CPA & CMA), Janet Donovan, Karen Aamot, Liane Dolezar, Maria Gonzales, R. Larry Schoenberger (Ph.D.), Kathleen Yindra, Dawn Voigt (Ph.D.), Mary Huppertz, Jean Smith, Viktor Brenner (Ph.D.), Alexandra Sielaff, Carol Puestow, Ronald Zunker, Robert Taticek, Adrianne Chang, Teresa Grimm, Tony Drehfal, Ellen Mei, Jill Metzger, Lauretta Wenger and Julie McIntosh-Mrosz of WCTC; Renee Messing (CPA), Steven Henke (CPA), Sean Walker (CPA) and Wendi Unger (CPA) of Virchow, Krause & Company, LLP (public accountants); Bert Edwards (CPA); and Keith Kolb of Robert W. Baird & Co. (investment banking).

This report was printed by TJ Printing, Inc. of New Berlin, Wisconsin.

The 2002 FACTS Report October 26, 2002

The Financial Activity & Condition Taxpayer Summary (FACTS) provides a concise report on the financial position and operations of Waukesha County Technical College (WCTC) for the fiscal year ended June 30, 2002. This Summary is prepared for local business and community taxpayers who provide property tax and other support to WCTC.

Because this Summary simplifies and condenses our 2002 Comprehensive Annual Financial Report (which is over 100 pages long) for all WCTC funds, it does not conform to established generally accepted governmental accounting principles and related reporting standards.

WCTC's 2002 Comprehensive Annual Financial Report has been audited by the public accounting firm of Virchow, Krause & Company, LLP and conforms to accounting principles generally accepted in the United States of America.

For more than twenty years, our comprehensive annual financial reports have received financial reporting awards from the Government Finance Officers Association (GFOA), the Association of School Business Officers International, and the Wisconsin Government Reporting Awards Through Evaluation Program. These reports, with the help of input received from reporting award programs and research of the Governmental Accounting Standards Board, are the foundation for this Summary and help us to meet our public accountability obligation.

Please visit WCTC's web site at www.wctc.edu for more financial and other college information; or call Craig Piotrowski at (262) 691-5281 to request our 2002 Comprehensive Annual Financial Report, our budget document or other information. As you review this report or other college information, please share any questions, concerns or suggestions you may have about WCTC to help us improve and meet our stewardship responsibility.

Sincerely,

Carol Brown
President

Craig L. Piotrowski, CPA
Vice President of Financial & Administrative Services

Joan S. Jenstead
WCTC Board Chair

Marilyn R. Grainger
WCTC Board
Secretary/Treasurer

BEST COPY AVAILABLE

"Now, what I want is *FACTS*... *FACTS* alone are wanted in life. Plant nothing else, and root out everything else."

–Charles Dickens

When LaMar graduated from Menomonee Falls High School in 1997, he was attracted to WCTC because of the small class sizes and ability to get personal attention. LaMar graduated from WCTC's Police Science program and the WCTC Law Enforcement Academy and is now a Police Officer for the Village of Menomonee Falls. He plans on continuing toward a bachelor's degree in the future.

"The Police Science program taught me everything I needed. It was more than just books; it was a lot of hands on. In addition, the Law Enforcement Organization club gave us the chance to go on field trips to learn the broader aspects of law enforcement. In the Academy, the pieces of the puzzle all came together."

LaMar Brooks
WCTC Police Science (Criminal Justice)
WCTC Law Enforcement Academy

Message from WCTC Board Members

WCTC is a "learning organization" deeply concerned about the learning needs of its stakeholders (students, taxpayers, employers, employees and other customers). Our ends statements and strategic goals are designed to provide valuable educational services to our students, employers and community in a manner that is sensitive to our taxpayers.

"Leaders of learning organizations. . . must be able to help people understand the systemic forces that shape change. . . Leaders in learning organizations have the ability to conceptualize their strategic insights so they become public knowledge, open to challenge and further improvement."

~ Peter M. Senge

Our customers and peers have told us that WCTC is an educational leader in Wisconsin and in our nation. To maintain this leadership, we regularly evaluate our educational programs and services with groups of independent reviewers. Hundreds of employers, employees and students serve on many WCTC advisory committees that meet regularly to review our programs and give feedback to our faculty and staff.

WCTC is proud of our employees who create and maintain our outstanding educational services. We employ highly-qualified and motivated personnel in all facets of our operations. We are committed to helping employees develop occupational skills.

We sincerely recognize our responsibility to our taxpayers. We demonstrate accountability for our resources through productive management practices, accounting systems and operating processes, which contribute to WCTC's ability to provide quality services to our community. Independent public accountants review our operations, accounting records and financial reports annually to help verify that WCTC meets its stewardship responsibility. Board members meet with independent auditors and management to share necessary information and to help plan and review WCTC operations.

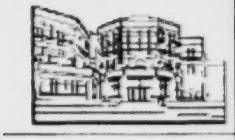
Positive Factors

This Financial Activity and Condition Taxpayer Summary (FACTS) report shows WCTC's financial condition is excellent, which is confirmed by our Aaa bond rating.

The WCTC Board selected Carol Brown as our outstanding new president to replace Richard T. Anderson on July 1, 2002, after an extensive nationwide search.

For the first time in 2002, we participated in an independent socioeconomic study that indicates WCTC is an excellent investment for both our students and taxpayers. This study confirms that the dollars students originally invest to pay for their education will pay dividends in the form of increased earnings for the rest of their lives. On average, a student will earn $127 more per year for every credit completed at WCTC. The average associate degree graduate, who completes 68 credits, will earn an additional $8,636 per year. From an investment standpoint, WCTC students enjoy a return of 16% on their investment of time and money. Likewise, every dollar of state and local taxpayer support for WCTC creates other public benefits. For example, individuals with higher education are less likely to smoke, abuse alcohol, draw welfare or unemployment benefits, or commit crimes. This translates into an associated dollar savings (avoided costs) amounting to $40 per credit that can be counted as an indirect benefit of a WCTC education. Also, according to the study, the existence of WCTC accounts for $153 million of all annual earnings in the WCTC district economy. Those earnings are equal to that of 4,650 jobs. (This socioeconomic model, developed in cooperation with the Association of Community College Trustees, has been field tested on more than 40 other technical and community colleges.)

WCTC is active in collaborative teamwork in sharing course curriculum, library networks, instructional delivery systems, and student and administrative systems with other colleges to better utilize technology in support of student and other stakeholder needs. Similarly, we are pleased with our continued progress in securing articulation agreements with school districts and four-year colleges and universities. Our Waukesha County Workforce Development Center and WCTC's Community Nursing Clinic have become award-winning, collaborative-partnership models for other public and private entities. The



WCTC Employment Opportunity Center's Tech Connect Student Employment System matches graduates with potential employers via the Internet and in conjunction with a Wisconsin Technical College System (WTCS) consortium. Our WTCS eTech consortium (www.eTechCollege.com) facilitates effective statewide and national marketing of our local Internet offerings and supports the collaborative development of high quality course curriculum.

Our Student-Learning Centered movement (that gives priority to student learning), our Quality/Value Program (based on philosophies of Dr. W. Edwards Deming, Dr. Stephen R. Covey and Robert K. Greenleaf), our Teaching Innovation Center (where instructors can go to learn how to improve their teaching and better utilize technologies in their work), our Teacher Improvement System (where each instructor pursues continuous improvement based on feedback from students, employers, peers and self-evaluation), and our new Support Staff Process for Development and Improvement continue to have extremely favorable impacts on educational outcomes at WCTC.

Critical Concerns

The current tax climate in Wisconsin concerns us deeply. Although WCTC is committed to minimizing our property tax burden, our property tax levies are increasing due primarily to our labor and other costs that are increasing at a faster pace than most of our revenue sources, our labor market needs that require investment in continuous improvement of existing programs and development of new programs for emerging occupations, increasing demand for health care and other high cost programs, and rapid changes in technology that challenge the knowledge and skill levels of our faculty and staff to provide state-of-the-art educational services. Likewise, changing state and federal distribution methods, decreasing levels of state support and unfunded initiatives are adding burdens to WCTC and our taxpayers. Finally, WCTC experienced a more than 40% increase in health insurance premiums effective July 1, 2001; and this coupled with our significant post-employment healthcare benefit liabilities causes ongoing concern for our employee benefit costs.

Labor negotiations continue to be a major concern. Our current efforts are focused on improving labor relations while the labor contract with our faculty union remains unsettled for fiscal 2002 and 2003.

Our workforce is aging and WCTC is facing significant retirements of highly valued employees.

We are relatively pleased with WCTC's effectiveness; however, some of our measures of efficiency (cost per student contact hour, class size, etc.) continue to need improvement.

When students come to WCTC, many of them lack the skills to be successful in an educational process. Therefore, it is necessary–but extremely costly–to provide our students with needed basic education and critical life skills along with student assessment and other support services to enable them to be successful. These services are essential components of our Student-Learning Centered efforts.

Stakeholder Support & Stewardship

We thank our stakeholders for their financial and other support that makes WCTC a valuable asset in our community and one of the leading two-year colleges in our nation.

WCTC continues to improve our planning and Board governance processes. Our efforts are focused to give us meaningful ways to provide Board direction to WCTC's key outcomes and strategic planning.

As Board members, we are responsible for all facets of WCTC, and we are deeply committed to being accountable to taxpayers and other stakeholders. Our College has defined accountability as the stewardship responsibility WCTC has to its stakeholders to explain and clearly report its use of resources and the results of its efforts to achieve organizational objectives. This FACTS report is one way we communicate our stewardship responsibility with our stakeholders.

"If there is no accountability, people gradually lose their sense of responsibility. . ."

~Stephen R. Covey

WCTC Board Members

Board members are qualified to serve and provide a critical balancing perspective on WCTC's vision and direction. In addition to nine appointed members, we have invited three non-voting representatives to join our membership: a WCTC student representative - Michael Karamalegos; a WCTC faculty representative - Ellen Mei; and a WCTC support staff representative - Anthony Drehfal. Our members live, work, and pay taxes in our district and include: a school district administrator, an elected official, current and former students, and organized labor and business leaders. The WCTC Board is a cohesive, interdependent team that works and serves well together.

Joan Jenstead

Chair, is the Director of Property Operations for National Realty Management, Inc., lives in the City of Brookfield, and has been a Board member since 1984.

Marilyn Grainger

Secretary/Treasurer, is an oncology nurse clinician at Waukesha Memorial Hospital, lives in Waukesha, and has been a Board member since 2000.

Thomas Neill

Vice Chair, is the clerk-treasurer of the City of Waukesha where he lives, and has been a Board member since 1990.

David Bahl

is owner/president of Weldall Manufacturing, lives in the Town of Waukesha, and has been a Board member since 1990.

"The learning organization must be a teaching organization."

~Ikujiro Nonaka

Ronald Bertieri

is the owner/CEO of Ro-An Corporation, lives in the Village of Menomonee Falls, and has been a Board member since 1995.

Anita Rodriguez

is the Director of Research and Innovation for the Girl Scouts of Milwaukee Area, lives in the Town of Delafield, and has been a Board member since 1995.

Pauline Jaske

is the President and CEO of Fairway Transit Inc., lives in the City of New Berlin, and has been a Board member since 2001.

"What an organization needs is not just good people; it needs people that are improving with education."

~W. Edwards Deming

Walter Kraemer

is the business manager for Steamfitters Local Number 601, lives in Menomonee Falls, and has been a Board member since 2000.

Paul Strobel, Ph.D.

is the superintendent of the Mukwonago Area School District, lives in the Town of Vernon, and has been a Board member since 2001.

BEST COPY AVAILABLE

The President's Outlook

Carol Brown

I am honored to join the Waukesha County Technical College community and am fortunate to follow in the legacy of an administration that has provided innovative programs and services for the county and region.

Building upon the solid foundation that already exists, I look forward to working with the college staff and community leaders to ensure that WCTC continues to serve the ever-changing needs of the Waukesha County area. WCTC's faculty and staff possess an entrepreneurial spirit that has launched a multitude of innovative student-learning centered programs and services, and I am delighted to now be part of that entrepreneurial spirit and to further nurture it.

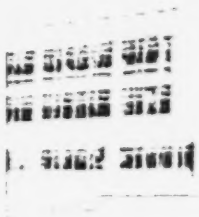
By strengthening WCTC's links with area K-12 districts, four-year institutions of higher learning, and business and industry, the college will be even better positioned to respond to Waukesha County's rapidly changing social, political, and economic environment. A newly created Business and Community Alliance will also help guide the college's strategic planning process and ensure that WCTC's priorities reflect the needs of the community.

A project is underway at the college to evaluate and assess the processes and functions of the college. A team consisting of a cross section of the college community has been asked to present a plan that will appropriately align them in a way to make the college even more efficient and flexible.

Together with the entire WCTC college community, I look forward to guiding WCTC into the next generation as we continue to provide educational services that contribute to the economic and social well being of our region.

"... when the organization is willing to give public voice to information–to listen to different interpretations and to process them together–the information becomes amplified ... creative responses emerge and significant change becomes possible."

~ Margaret J. Wheatley



"The number one issue for health care in this decade is manpower. Our chief partner for assuring adequate manpower is the technical college system. As the largest provider of health care services in Waukesha County, we are thrilled that WCTC and our citizens have redoubled their commitment by providing this wonderful educational facility."

~Ford Titus
CEO/President Waukesha Memorial Hospital
Executive Vice President, Pro Health Care, Inc

Sandy initially attended college for a nursing in her 20's, but she put her education on hold to raise her four children. Now age 52, Sandy graduated from WCTC's Associate Degree Nursing program in December 2001 and is currently employed at Children's Hospital. She hopes to one day earn her bachelor's and master's degrees.

"The nursing curriculum was well thought out, and it met the needs of a good education. The instructors were very committed and well informed of what skills were needed to get a good job."

Sandy Sadowski
WCTC Associate Degree Nursing

Service Efforts and Accomplishments

WCTC is an organization where service efforts and accomplishments flow from its vision and outcome-driven planning process. WCTC service efforts and accomplishments this year include the following:

• Our 2001 Graduate Follow-Up survey indicated that 98.8% of WCTC graduates were satisfied or very satisfied with the educational training they received. Similarly, our 2001 survey of employers indicated 98.4% were satisfied or very satisfied with our graduates' technical education and 94% would hire another graduate. More than 90% of these employers said they would recommend our graduates to another employer.

"If one started from focus on customer satisfaction, one would be led to the rest of Total Quality Management."

~ Bernard Sergesketter and Harry Roberts, Quality is Personal

• The results of a 2002 independent socioeconomic study indicate WCTC is an excellent investment for both our students and taxpayers.

• Comprehensive program evaluations, including on-site reviews, were conducted for the Administrative Assistant, Architectural Drafting/ Construction Technology, Computer Hardware Technician, Computer Information Systems–Programmer Analyst, International Trade Associate and Retail Management programs. WCTC's Admissions and Counseling Department and the Financial Accounting Services unit also underwent comprehensive reviews.

• A new program in Graphic Design was started in January 2002. New advanced technical certificates in Java Programming and Oracle Applications Development are scheduled to begin. Advanced technical certificates in Management Processes for Improvement and Lean Manufacturing are under development. Programs currently being investigated for future development include: Chiropractic Technology, Business Administration, Civil Engineering Technology, and Multimedia and Web Design.

•There were 78 students initiated into the scholastic honorary society, Phi Theta Kappa; and more than 135 students were selected and inducted into Who's Who in American Junior Colleges and the National Vocational Technical Honor Society.

• More than $2.5 million in customized instructional and technical assistance was provided to local businesses and educational organizations with more than 7,700 individuals served.

• WCTC was awarded a two-year, Department of Education grant to work with 16 Milwaukee area public and private organizations to implement an integrated plan that enhances the College's international business curriculum, provides for the professional development of faculty, staff and students, and builds the capacity of Wisconsin Businesses for International Trade.

• The WCTC Committee to Internationalize the College hosted the 7th Annual Summer Conference on International Education in June 2002. Approximately 160 people attended the conference.

• During 2002 WCTC provided services to more than 8,300 students from various special populations, including those with disabilities, those from an academically disadvantaged background, those from an economically disadvantaged background, those with limited English proficiency, single parents, displaced homemakers and students enrolled in nontraditional occupations. Over the past six years, the graduation rate for special populations students has increased from 36% to 45%.

• The College Completion Project in the Center for Non-Traditional Students funded by the U.S. Department of Education provided retention services to more than 190 educationally and economically disadvantaged students.

• More than 1,100 students are enrolled in English as a Second Language classes at the Waukesha campus. The students represent more than 50 countries from around the world.

• Nine students participated in the four-day United States Hispanic Leadership Conference in Chicago.

• More than 153 at-risk high school students attended WCTC during 2002.

• A total of 2,736 high school students were enrolled in WCTC program credit courses through transcripted credit agreements in 2002 (an increase of 15%); 2,387 (87%) of students enrolled

successfully earned WCTC credit. (Transcripted credit agreements with high schools provide the first component of WCTC's 2+2+2 articulation agreements that ensure seamless educational opportunities for students from high school to WCTC and onto four-year colleges.)

• In cooperation with Marquette University, WCTC received an unsolicited two-year award of $700,000 from the Department of Education for engineering and nursing curriculum development.

• WCTC was instrumental in helping the Wisconsin Precision Metalworking Council and the local workforce development board to obtain a $3 million grant (the largest ever in Wisconsin) from the Department of Labor to train technical skills in advanced manufacturing.

• More than 200 internal and external academic scholarships totaling more than $193,000 were awarded to WCTC students to help finance their education at WCTC.

• The WCTC Foundation's Major Gifts Campaign has surpassed its goal of $2 million by $154,000. Over the past four fiscal years, the WCTC Foundation has received monetary and in-kind donations totaling more than $4.5 million in charitable giving.

• WCTC hosted and participated in Corporate Capers, which raised $105,000 for the Special Olympics. This brings the total amount raised to over $1,100,000 since the event started 19 years ago.

• For the tenth year, WCTC hosted the TREK 100 bicycle ride. More than 2,000 riders participated raising over $440,000 for the Midwest Athletes Against Childhood Cancer fund.

• The college developed and submitted 73 grant applications requesting $6,050,000 of which $4,200,000 has been approved to date.

• In April 2002, the WCTC Showcase of programs and services was attended by 1,800 middle and high school students as well as several professional and business organizations and the general public.

• Our new Graphics, Health and College Center buildings, as well as an extension to the Service building, that were planned as part of the $26.3 million 1999 referendum have been constructed and occupied.

• WCTC received the Wisconsin Technical College System 2002 Energy Conservation Performance Award.

• In its first five months of operation, our new Omni Tech Computer Lab has generated more than 10,000 user visits with an estimated 13,400 computing hours logged.

• Sophomore, Junior and Senior Nights were attended by 187, 240 and 220 registered participants, respectively. A total of more than 1,000 parents also attended these events.

• The Employment Opportunity Center coordinated the spring Job Fair for the Workforce Development Center. Sixty employers and over 1,000 job seekers attended the event.

• In 2002, WCTC welcomed over 50 international exchange students to our campus in the areas of business, accounting, banking, culinary and hospitality, marketing, and printing and publishing program areas. Also, a dozen WCTC students, faculty, administrators and board members worked and studied abroad in a variety of countries and program areas. Countries included: Austria, Czech and Slovak Republics, Cuba, England, France and Germany.

• This year, WCTC's Community Career Center served over 10,000 individuals including elementary, middle and high school students along with their parents and other adults seeking career exploration and planning activities.

• WCTC's Assessment Center administered tests for admissions, General Equivalency Diplomas and High School External Diplomas for over 3,600 clients.

• WCTC's budgetary and financial reports received four awards this year.

Other significant accomplishments over the last ten years included:

• In 2000, the North Central Association for Accreditation fully accredited WCTC for the next ten years. WCTC's review was exceptionally commendable because the review team deemed no follow-up visit necessary within the interim time period and distance education offerings were included as part of the accreditation.

• Voters approved a $26.3 million dollar referendum on April 6, 1999, to expand facilities on WCTC's Pewaukee Campus.

• WCTC cooperated with nine public and private entities to open the Waukesha County Workforce Development Center that received the Government Finance Officers Association (GFOA) 1996 Louisville Award for Innovation in Government Finance.

• In 1995, WCTC received one of the first annual Governor's Diamond Awards to recognize organizations with programs, practices and support systems that help minorities and women advance to leadership roles.

• In 1993, WCTC was the first educational entity in North America to receive the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting.

"The College has an exemplary record of service and commitment to its citizens and students. While the hallmark of the College is its personnel, the financial position of WCTC and the facilities are impressive."

~ The North Central Association 2000 Accreditation Evaluation Team

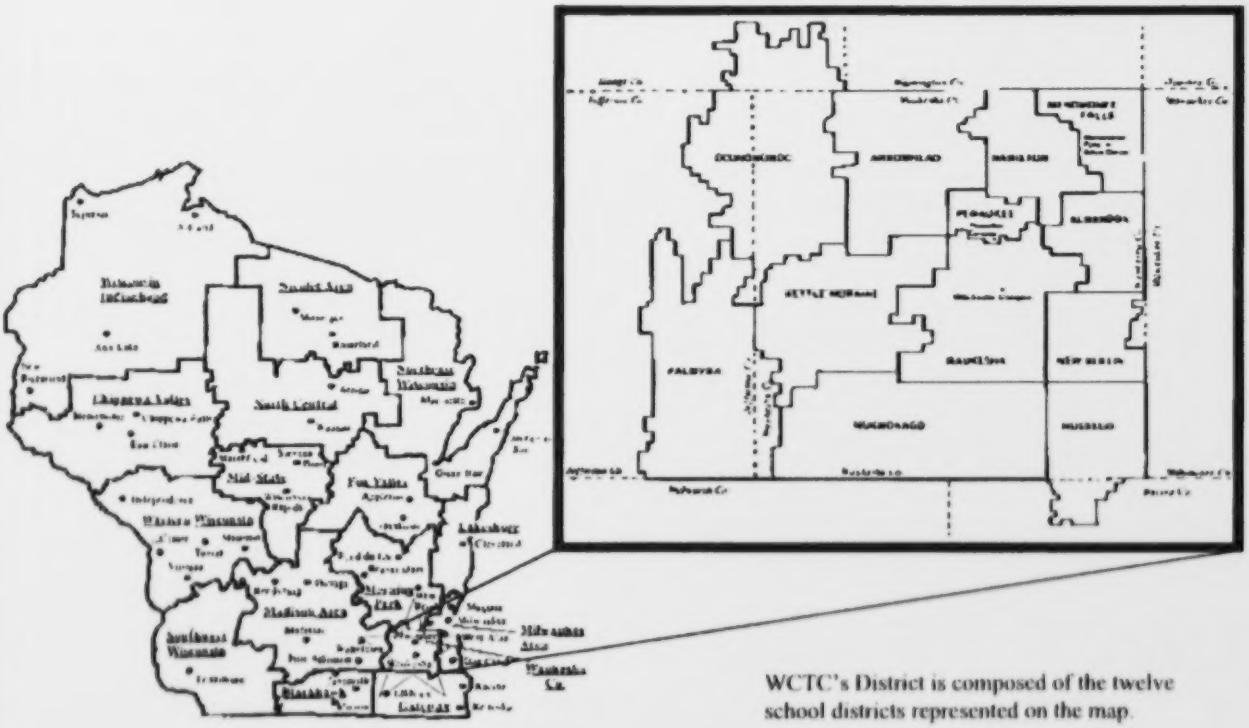
Brief History, Profile and Map

For more than 75 years WCTC has been helping people acquire the knowledge and skills that will help prepare them for a rewarding future. Vocational, technical, and adult education in Wisconsin began as the first comprehensive statewide continuation school system in the United States as a result of state legislation passed in 1911. WCTC is one of 16 technical colleges in the Wisconsin Technical College System. The System was developed and continues to be sustained and improved by strong support from both labor and management in Wisconsin. WCTC offers associate of applied science degree programs, technical diploma programs, advanced technical certificates, apprenticeship programs, and other adult education services. WCTC is accredited by the North Central Association of Colleges and Schools; also, many occupational programs are professionally accredited.

Located in Pewaukee, Wisconsin, WCTC's main campus is approximately 20 miles west of the City of Milwaukee and 60 miles east of the State Capital in Madison. WCTC's boundary encompasses approximately 600 square miles in the southeastern corner of the state, serving 99% of Waukesha County, 9% of Jefferson County, 2% of Dodge County, 2% of Racine County, and the local municipalities (7 cities, 20 towns and 19 villages) located therein.

"Flexibility and innovation require people who easily learn, not people who are easily taught."

– Rosabeth Moss Kanter



WCTC's District is composed of the twelve school districts represented on the map.

BEST COPY AVAILABLE

Operational and Financial Reviews

WCTC employs a group of trained professionals who provide guidance and assistance in conducting operational reviews of our educational programs and services to determine how we are meeting our customers' needs. Operational reviews include program evaluations designed to ensure that our curriculum is closely linked to labor market needs and service unit evaluations designed to ensure that our services are meeting customer needs.

Throughout the year, WCTC subcontracts with the certified public accounting firm of Virchow, Krause & Company, LLP to provide focused internal auditing services including operational and financial reviews of our business practices, financial records, internal controls and accounting systems.

WCTC also retains Virchow, Krause & Company, LLP to review our accounting procedures and internal controls, to audit our financial records, and to express an opinion on our basic financial statements included in our comprehensive annual financial report (CAFR) which is prepared in accordance with accounting principles generally accepted in the United States of America. This year WCTC elected to early implement Statement No. 35 "Basic Financial Statements–Management's Discussion and Analysis–for Public Colleges and Universities" of the Governmental Accounting Standards Board (GASB), which has resulted in changes in the presentation of some of the financial information contained herein. This FACTS report uses the same measurement focus and basis of accounting as our CAFR; however, it does not include the related statements of cash flows. This report includes all the accounts of operations of the college that are reflected in our CAFR.

Governmental financial reports, such as this FACTS report, are evolving to provide summarized financial information to citizens and other users without specific authoritative guidance from the GASB on format and content.

Virchow Krause & Company

Board of Directors
Waukesha County Area Technical College
Waukesha, Wisconsin

Virchow, Krause & Company, LLP

Milwaukee, Wisconsin
September 9, 2002

"Stewardship begins with the willingness to be accountable....Auditing's deeper purpose is to support stewardship responsibilities at every level."

~Peter Block

BEST COPY AVAILABLE

Financial Condition

WCTC remains financially sound. The facing page provides a financial condition condensed statement of net assets. Not reflected in the asset amounts presented on the facing page is the fact that WCTC has an excellent team of employees (over 1,500) and Board members who provide services to our community and who protect the value of the public investment in WCTC. Our workforce and community are the real foundation of our extremely sound financial condition.

Assets
Cash, investments, receivables and other current assets are secure and available to finance the current liabilities and operating costs of WCTC.

Fixed assets represent long-term investments in buildings and equipment and are not generally available to fund operating costs. Fixed assets reflect historical costs net of accumulated depreciation. Overall, WCTC's fixed assets have been in service just over 20% of their normal useful lives; and the replacement cost of these fixed assets would be about 210% of historical costs net of depreciation. However, WCTC's major fixed assets should outlive their normal useful lives because of our preventive maintenance programs.

Liabilities
Within three months of fiscal year end, substantially all deferred revenues are earned and recognized as revenue when services are provided.

Long-term general obligation debt (currently unfunded) will be funded through future property tax levies for debt service.

Net Assets
Nearly $20 million of the $24.2 million of 2002 unrestricted net assets is earmarked for post-employment benefit liabilities for fully eligible retired employees that are not recognized on the statement of net assets due to current governmental accounting standards. In addition, approximately $38 million of future post-employment benefit liabilities for active employees exists based on an actuarial study completed during 2002.

"Moody's has assigned a Aaa rating to Waukesha County Technical College District . . . the district's financial postition will remain strong due to demonstrated prudent management strategies and the maintenance of healthy reserves."

~ Moody's Investor Service

Jared was accepted at top-notch universities such as UW-Madison upon his 1997 graduation from Catholic Memorial, but he decided to stay close to home and attend WCTC. A 1999 graduate of WCTC's Electronics program, Jared now works as an Instrumentation Engineer for Waukesha Engine and is working toward his bachelor's degree at MSOE.

"Attending WCTC allowed me to stay close to home, and was a good stepping stone to advancing in my field. Everything I learned at WCTC was advantageous in my transfer to MSOE," said Jared. "I recommend WCTC to my friends and family all the time."

Jared Wentz
WCTC Electronics

Condensed Statement of Net Assets as of June 30

(Amounts in Thousands)	2002	2001
Assets		
Current:		
Cash & short-term investments	$ 5,176	$ 4,785
Taxes & other receivables	13,211	12,644
Other current assets	1,260	891
	19,647	18,320
Non-Current:		
Long-term investments	21,581	25,894
Debt issuance costs	52	33
Capital assets, net of accumulated depreciation	44,438	41,178
Total Assets	**85,718**	**85,425**
Liabilities		
Current:		
Accrued payroll & other accounts payable	4,197	6,935
Compensated absences	1,119	1,068
Deferred revenue	2,867	1,655
General obligation debt - current portion	6,330	5,750
	14,513	15,408
Non-current:		
Compensated absences	692	612
General obligation debt	30,785	32,435
Total Liabilities	**45,990**	**48,455**
Total Net Assets (Assets less Liabilities)	**$ 39,728**	**$ 36,970**
Net Assets		
Invested in capital assets, net of related debt	$ 14,348	$ 13,299
Restricted for debt service	762	632
Restricted for student financial aid	90	93
Restricted for student organizations	294	211
Unrestricted	24,234	22,735
Total Net Assets	**$ 39,728**	**$ 36,970**

Education is a high leverage investment. Education gives people leverage to improve the future.

"Give me a lever long enough . . . and single-handed I can move the world."

– Archimedes

Financial Activity

Ongoing efforts to limit operational cost increases and to improve the effectiveness and efficiency of services have contributed to our sound financial condition. The facing page provides a summary of financial activities in our condensed statement of revenues and expenses.

Revenues
Local property taxes continue to provide more than 60% of WCTC's total revenues.

Operating Expenses
Operational expenses for educational services increased significantly between years caused primarily by an extraordinary health insurance premium increase, expanded contract and grant activities, additional staffing and other costs for WCTC's recent Pewaukee Campus expansion, and ever changing student learning technologies and delivery systems.

Depreciation expense decreased between years due to a change in WCTC's capitalization policy.

Auxiliary enterprise expenses are generally paid for by related user charges that are included in other revenues.

Non-Operating Revenue (Expenses)
The fluctuation in non-operating revenues (expenses) was due primarily to reductions in investment income caused by reductions in the level of funds invested and in the rates of return on our investments between years.

"Our economic well-being and the continued success of capitalism depend on efficient and effective organizations of all types."

~ Charles Handy

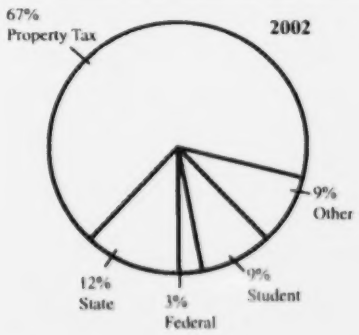
"WCTC gave me a jump start on my career and in life. Because it was close to home and very affordable, I was able to work while I went to school. WCTC keeps you on the cutting edge because they're always updating their facilities and curriculum. Their knowledgeable staff with experience in the hospitality industry made it exciting for me to come to class."

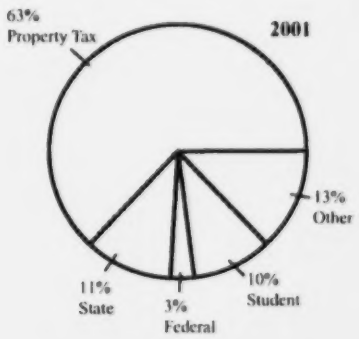
Jonathan Klug
WCTC Cook-Chef Apprentice
WCTC Hospitality Management

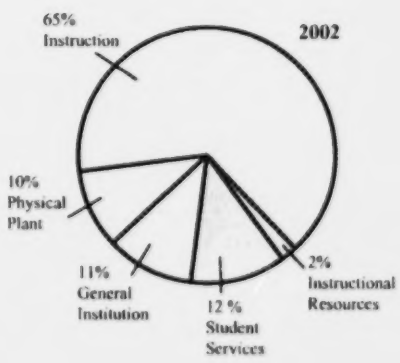
Co-owner
Crawdaddy's Restaurant

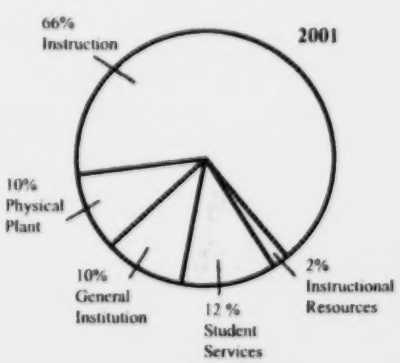
Condensed Statement of Revenues and Expenses for the Years Ended June 30

(Amounts in Thousands)	2002	2001
Revenue		
Property Taxes	$ 46,204	$ 42,030
State	7,835	7,678
Federal	2,290	1,935
Student Tuition & Fees	6,001	5,659
Other	5,983	5,723
Total	**68,313**	**63,025**
Operating Expenses		
Educational services:		
Instruction	39,346	33,644
Instructional resources	1,366	1,201
Student services	7,037	6,220
General institutional	6,230	5,498
Physical plant	6,034	4,883
	60,013	51,446
Depreciation - unallocated	2,020	3,075
Auxiliary enterprise services	2,737	2,233
Total	**64,770**	**56,754**
Other Non-Operating		
Revenues (Expenses)	**(785)**	**364**
Increase in Net Assets	**$ 2,758**	**$ 6,635**





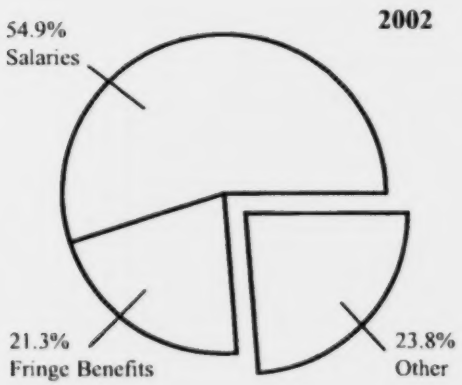


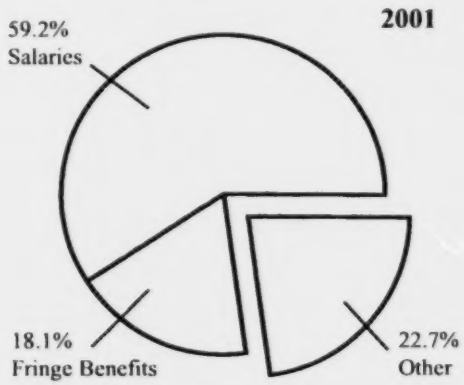


BEST COPY AVAILABLE

Educational Services & Unrestricted Net Assets

Educational Services Expenses by Classification
Educational services expenditures totaled $60 million in 2002 and increased 16.7% between years. Salaries increased due to wage increases, expanded grant activities, and additional staffing for WCTC's recent Pewaukee Campus expansion. Fringe benefits increased primarily due to health insurance premium increases. These factors caused WCTC's expenses by classification to significantly increase for the fringe benefits proportion of total educational services while reducing the employee salary percentage.

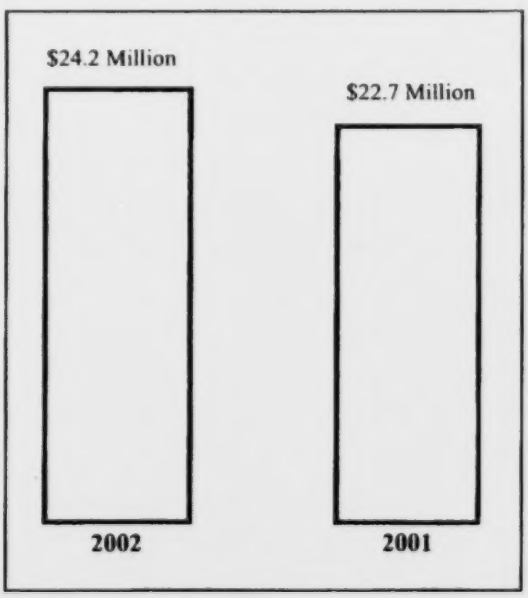




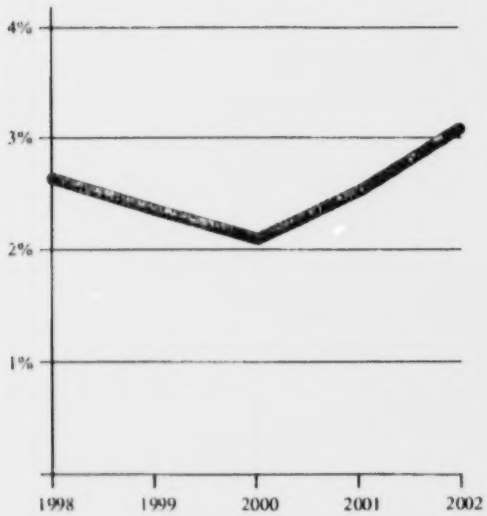
"Moody's believes that the district's financial position will remain strong due to demonstrated prudent management strategies and the maintenance of healthy reserves.

~ Moody's Investor Service

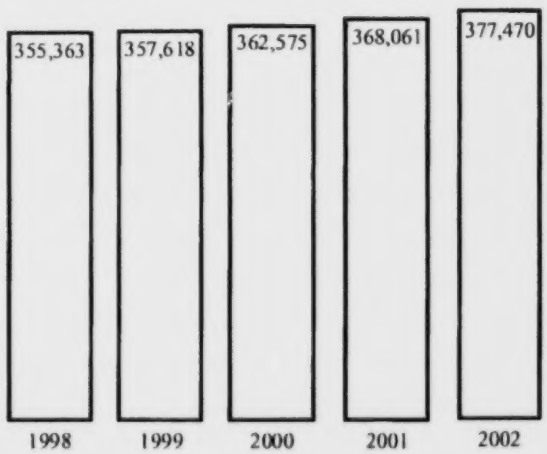
Unrestricted Net Assets
Nearly $20 million of the $24.2 million of 2002 unrestricted net assets is for actuarially calculated post-employment benefit liabilities for fully-eligible retired employees that are not recognized on the statement of net assets due to current governmental accounting standards. These unrestricted assets provide operational working capital that eliminates the need for short-term borrowing and help to support WCTC's Aaa bond rating.



Demographic and Per Capita Statistics



Unemployment Rate
In WCTC's taxing district, the unemployment rate was 3.1% in 2002. The average rate was 2.5% for the last five years with a high of 3.1% in 2002 and a low of 2.1% in 2000.



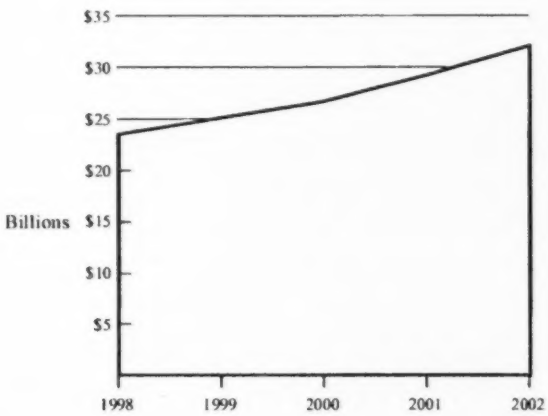
Population
The district population of 377,470 in 2002 has grown 2.6% over the last year and 6.2% over the last five years.

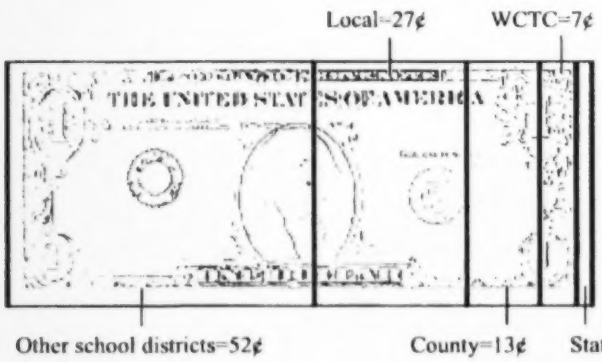
Per Capita Statistics

Year	WCTC Net Debt	WCTC Tax Levy	Local Direct & Overlapping Debt	Equalized Property Valuation
1998	$ 20	$ 92	$1,797	$67,525
1999	25	105	1,704	70,694
2000	95	107	1,847	74,475
2001	102	114	2,020	79,862
2002	96	122	2,118	84,072

Property Values and Taxes

Equalized Property Value
The equalized value for WCTC's property tax base has increased more than 33% over the last five years from $23,860,813,120 in 1998 to $31,712,178,592 in 2002.



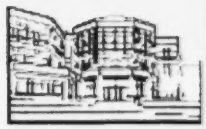


How the 2002 Property Tax Dollar Was Spent
For every property tax dollar in WCTC's taxing district, 6.9 cents came to WCTC in 2002 and 6.7 cents came to WCTC in 2001.

"... nothing can be said to be certain, except death and taxes."

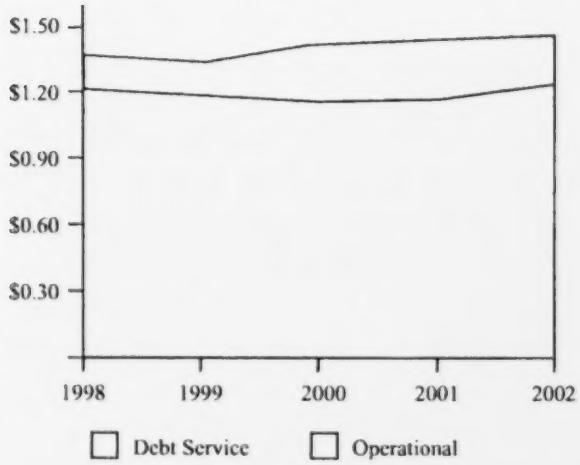
~ Benjamin Franklin

WCTC's Property Tax on a Home
The property tax assessed by WCTC on a $100,000 home in Waukesha County increased by 2% in 2002 to about $146 from $143 in 2001. Currently, the typical selling price of a home is about $230,000 in Waukesha County, which would result in a $336 WCTC property tax in 2002.



Property Tax Rates per $1,000 of Equalized Valuation

The total tax rate was $1.46 in 2002, and the five-year average was $1.40. The operational rate was $1.20 in 2002, and the five-year average was $1.19. The debt service rate was $.26 in 2002, and the five-year average was $.22. The higher debt service rate in 2000 and 2001 is due to the recent passing of our $26.3 million referendum.



"Taxpayers' investments in the Wisconsin Technical College System and specifically Waukesha County Technical College help make Wisconsin a great place for citizens to live, to work, to learn and to raise a family."

~ Tommy Thompson
U.S. Secretary of the Department of Health and Human Services
(Former Governor of the State of Wisconsin)

Student Information

WCTC has two primary target markets: (1) adults 25 to 45 years old returning to collge for training and (2) recent high school graduates 18 to 24 years of age. The average age of our student body is over 35. Most students attending our college do not graduate from our programs because they generally want to gain specific knowledge or need to learn specific skills for employment which individual courses provide. Many employed individuals continue to take a few courses annually and may complete a program in five years or more.

"Effectiveness is the foundation for success–efficiency is a minimum condition for survival after success has been achieved."

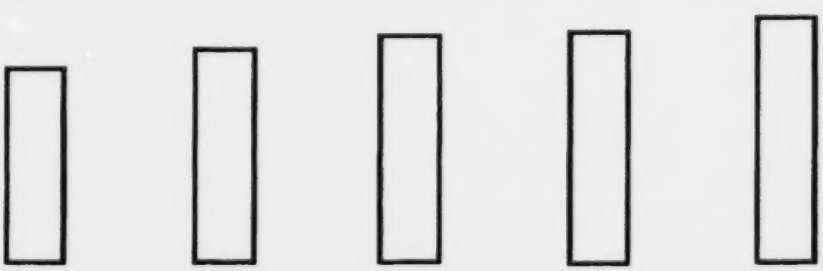
~ Peter Drucker

WCTC has many part-time students. Less than one out of every 15 students carries more than 12 credits per semester. Associate degree, advanced technical certificate, technical diploma, occupational continuing education and community service programming is offered by WCTC. The number of contact hours necessary to generate one full-time equivalent (FTE) student varies between approximately 600 student contact hours for associate degree program students to 1,200 contact hours for community service students. An FTE student is equivalent to 30 credits per year based on a somewhat unique Wisconsin Technical College System calculation.

Cost per Student Contact Hour

Student contact hours result from the credit hours for which students pay tuition and are scheduled to attend class. WCTC has identified "cost per student contact hour," "cost per section," "contact hours per section," and "average class size" as its organizational productivity measures that measure its efficiency in delivering instruction. In 2002, primary operational costs in our General Fund increased 12.7% while student contact hours increased 5% causing a 7.4% increase in our average cost per contact hour.

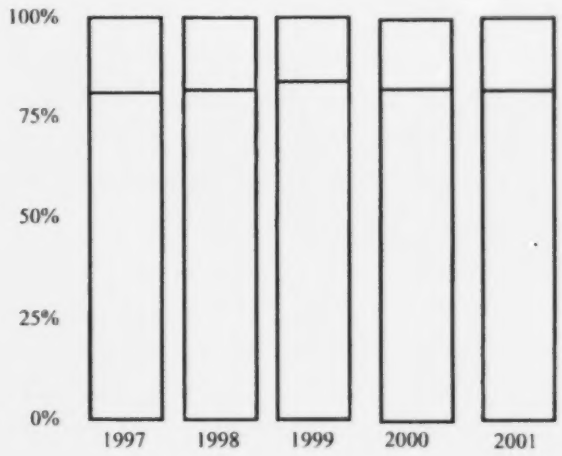
	1998	1999	2000	2001	2002
Individual Students	35,189	34,834	34,671	35,572	35,940
FTE Students	3,277	3,263	3,324	3,421	3,645
Student Contact Hours	2,805,214	2,614,546	2,613,270	2,689,455	2,822,870
Contact Hours/FTE Student	856	801	786	786	774
Average Hours/Student	80	75	75	76	79
Course Sections	5,041	5,123	5,295	5,267	5,388
Primary Operational Costs	$37,849,000	$39,393,000	$41,816,000	$43,635,000	$49,179,000
Average Class Size	14.5	14.3	13.8	14.4	15.1
Contact Hours/Section	556	510	494	511	524
Cost/Section	$7,508	$7,689	$7,897	$8,283	$9,128
Cost/Student Contact Hour	$13.49	$15.07	$16.00	$16.22	$17.42



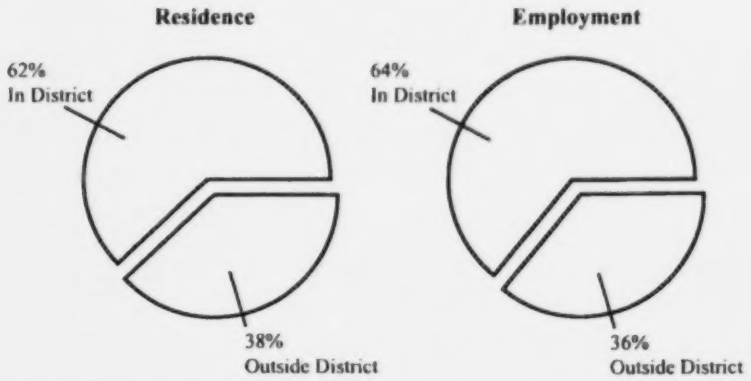
Graduate Follow-up

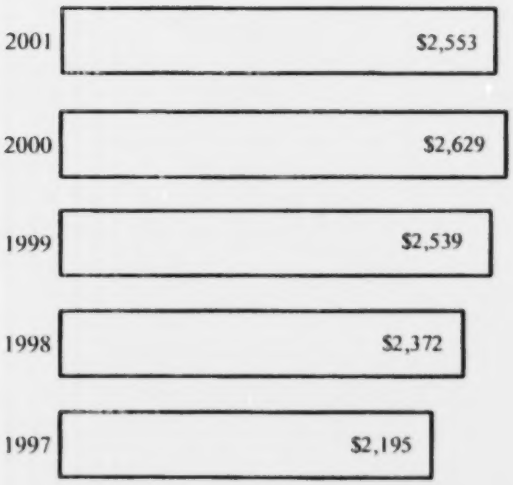
WCTC conducts comprehensive program graduate follow-up surveys about 6 months after graduation. Our 2001 graduate statistics are the most recent statistics currently available. The following graphs do not reflect students who take courses but do not graduate from our programs.

Percent of Graduates Employed in Related Occupations
The percentage of graduates employed in positions related to their WCTC educational programs were at 83% in 2001 and averaged 82% over the last five years.



Percent of Graduates in Taxing District
In 2001, the percentage of graduates residing in WCTC's taxing district was 62% compared to 61% for the prior year; and the percent working in the district was 64% compared to 59% for the prior year.



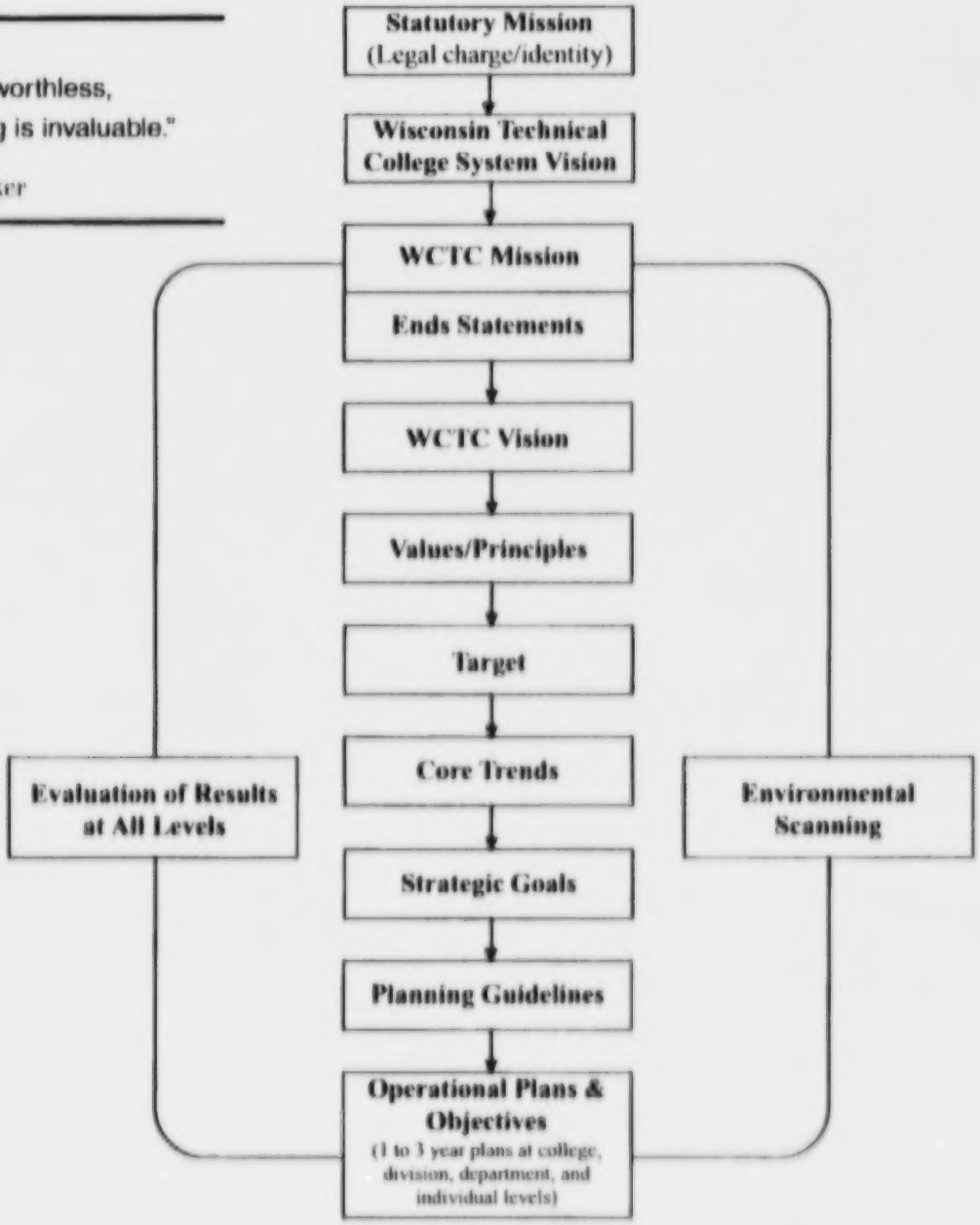


Average Monthly Salary for Program Graduates
The average salary of 2001 program graduates working in occupationally related positions was $2,553 per month or $30,636 annually, which is 2.9% less than 2000 program graduates earned.

Strategic Planning Process

"Plans are worthless,
but planning is invaluable."

–Peter Drucker



"We need leaders who create shared visions that motivate and inspire because they are based on enduring values that will serve society well into the future."

–Rosabeth Moss Kanter

BEST COPY AVAILABLE

Mission, Vision and Values

Mission

Waukesha County Technical College, as the leader in workforce development for Waukesha County, is committed to student learning for the enhancement of our community's quality of life. As an institution of higher education, we provide lifelong learning opportunities which are high quality, affordable and accessible. Our special focus includes technical education, occupational training, and enrichment programs.

Vision

Waukesha County Technical College is building a better community – one learner at a time. Through education, partnerships and technology, WCTC is preparing learners for tomorrow and is linking our community to the future and the world economy.

Values

Collaboration
We value open communication and teamwork to create a collaborative learning and working environment.

Integrity
We value honesty, accountability and ethical conduct in fulfilling our stewardship commitment
to our community.

Learning
We value continuous learning and knowledge for the personal growth of all stakeholders – putting students first.

Quality
We value educational and professional excellence through continuous improvement as we respond to changing community needs.

Respect
We value diversity, treat people with dignity and fairness, and promote personal empowerment.

Target

All of our students and other customers will state that their experiences with WCTC were a wise use of their time and money.

"If we all did the things we are capable of doing, we would literally astound ourselves."

–Thomas Edison

Ends Statements

The Ends Statements describe the benefits or long-term results that are desired for WCTC students and other customers, and define the expectations of the college in meeting its mission.

Occupational Competency
Students have skills needed to obtain entry-level jobs or have upgraded skills in their field.

Critical Life Skills
Adults are self-directed learners/workers and possess communication, analytical, group effectiveness, and personal management skills.

Educational Leadership
WCTC is a Student Learning Centered organization serving as a local, regional, national, and international educational resource and role model.

Organizational Productivity
Stakeholders view WCTC as a productive, humanistic, and improving organization.

Economic Development
Economic development is possible through the collaborative efforts of WCTC, along with other organizations.

BEST COPY AVAILABLE

Popular Reporting Award

The Government Finance Officers Association (GFOA) of the United States and Canada has given an Award for Outstanding Achievement in Popular Annual Financial Reporting to WCTC for our 2001 FACTS report. This prestigious award recognizes conformance with the highest standards for preparation of state and local governmental popular reports. In order to receive this award, a governmental entity must publish a popular financial report that conforms to GFOA program standards of creativity, presentation, understandability and reader appeal. An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe this 2002 FACTS report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it again to the GFOA.

Award for Outstanding Achievement in Popular Annual Financial Reporting

PRESENTED TO

WAUKESHA COUNTY, TECHNICAL COLLEGE (WCTC), WISCONSIN

For the fiscal year ending June 30, 2001

President

Executive Director

"... a college, operating through the program its faculty chooses to design, will influence its students to be a more constructive building force in society ..."

~ Robert K. Greenleaf

Waukesha County Technical College

www.wctc.edu

WCTC

800 MAIN STREET
PEWAUKEE, WI 53072

NON-PROFIT ORG.
U.S. Postage
PAID
Pewaukee, WI
53072
Permit No. 72195

U.S. Department of Education
Office of Educational Research and Improvement (OERI)
National Library of Education (NLE)
Educational Resources Information Center (ERIC)

NOTICE

Reproduction Basis

[X] This document is covered by a signed "Reproduction Release (Blanket)" form (on file within the ERIC system), encompassing all or classes of documents from its source organization and, therefore, does not require a "Specific Document" Release form.

[ ] This document is Federally-funded, or carries its own permission to reproduce, or is otherwise in the public domain and, therefore, may be reproduced by ERIC without a signed Reproduction Release form (either "Specific Document" or "Blanket").